



# 2020-2025 STRATEGIC PLAN





Rocklin Library



Auburn Library



Colfax Library



Granite Bay Library

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## MESSAGE FROM THE DIRECTOR



The Placer County Library moves boldly into the future with this new five-year strategic plan. Armed with the confidence of the importance of public libraries to our communities and a deep dedication from the library staff, the following goals and objectives are proudly presented. This strategic plan will be linked to the library's annual budget and staff workplans as the Board of Supervisors, the County Executive Office, and Library Administration work collectively to identify resources and support to enhance and strengthen Placer County Library Services.

Many thanks to all the people who attended and engaged in multiple focus groups and community meetings. Thank you for sharing your needs, concerns, and vision for library services. Thank you also to the hundreds of citizens who completed the library survey or answered the survey questions on the street from library staff. A deep dive into a community needs assessment ensures that the library's strategic direction continues to build a successful Placer County community for the future.

To consultant Harry Christiansen, thank you for your expertise, kindness, care, and unwavering professionalism. Thank you to the Board of Supervisors, the County Executive Office, the Strategic Planning Team, the Strategic Planning Retreat Members, The Library Advisory Board, The Friends of the Library, and to all library staff for spending precious time reading, evaluating, and thoughtfully commenting throughout this process.

Finally, it's exciting to see a strategic plan for the Placer County Library with tangible and attainable goals and objectives fueled by innovation, cooperation, and collaboration. As the library moves confidently forward, success is incumbent on all of us. Please stay engaged and stay tuned. The library is a powerful resource for all.

A handwritten signature in black ink that reads "Mary L. George".

Mary L. George  
Director of Library Services

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## EXECUTIVE SUMMARY

### Overview

In January 2019, Placer County Library began a journey to craft a five-year strategic plan. The Library's Executive Leadership Team (ELT) guided each step of the planning process. The ELT took the pulse of the community and gathered library staff expertise to assess the Library

system's current state. Fifteen strategic planners (See Strategic Planners at Appendix, Page 10) convened for two days to analyze the current state assessment data, to identify the Library's strategic challenges, and to chart the strategic direction for the next five years.

### Our Current State

To develop an understanding of the current state of the Placer County Library during March and April 2019, we collected data from over 1,100 people through the following six sources: 1) county leadership interviews, 2) focus groups, 3) community engagements, 4) Library staff survey, 5) Library customer survey, and 6) random questionnaire interviews. Analysis of this data informed us of the following strategic challenges facing our Library system:

*"We love our library."*  
**Focus Group**



Focus  
Group

- Cultivating mutually beneficial public and private partnerships.
- Advocating for support from County leadership, stakeholders, and the public.
- Implementing and maintaining up-to-date, service-enhancing, user-friendly technologies.
- Resourcing customer demand for a 21st Century Library that provides safe and flexible spaces, competent staff, and innovative services with appropriate hours.
- Maximizing the contributions of support groups and volunteers.
- Positioning Library as the place to go for community engagement, learning, and enjoyment.

*"Our library is like a community living room."*  
**Super User**

## Our Strategic Direction

With a shared understanding of the current state, the strategic planners recommended improvements to the mission and tagline statements. The planners then engaged in a discussion of ideas regarding the direction that the Library should take over the next five years. Finally, the planners organized the ideas into the following strategic focus areas from which goals and objectives were developed.

- Innovative Service Delivery
- Community Engagement
- Strategic Partnerships
- Service-Oriented Workforce

## MISSION

Placer County Library connects people and strengthens community for a better future.

## TAGLINE

Placer County Library, Building  
Community One Story at a Time

*"A library outranks any other one thing a community can do to benefit its people."*  
**Andrew Carnegie (1835-1919)**

During 2018, the Library loaned over 14 items per household in the Library service area for a total of 1,022,287 items.

During 2018, the Library received an average of 7.5 visits per household in the Library service area for a total of 539,456 visitors.



Granite Bay Library




Granite Bay Library


During 2018, 50,303 residents participated in 1,502 programs.

During 2018, the Library website received an average of 6.7 visits per household in the Library service area for a total of 487,446 visits.



## GOALS AND OBJECTIVES

	<b>Goal 1: Deliver services by offering innovative solutions to meet community needs.</b>
<b>Innovative Service Delivery</b>	<b>Objectives</b>
	<b>1.1:</b> By July 2020, implement Automated Materials Handling at Rocklin, and by December 2025, at Auburn and Granite Bay.
	<b>1.2:</b> Beginning July 2020, annually explore and test the feasibility of at least one new loanable format that serves Library users.
	<b>1.3:</b> Beginning October 2020, annually present updated Library Facilities Master Plan to Placer County Board of Supervisors.
	<b>1.4:</b> Beginning October 2020, annually present updated Technology Action Plan to Placer County Board of Supervisors.
	<b>1.5:</b> By March 2021, implement the Polaris online and self-service payments module for public use.
	<b>1.6:</b> By December 2021, launch a stand-alone library website using technologies developed by a library-focused service provider.
	<b>1.7:</b> By March 2022, implement RFID self-check system at all Library locations.
	<b>1.8:</b> By July 2022, implement use of County-provided mobile devices that facilitate dynamic programming and efficiencies by staff.
	<b>1.9:</b> By June 2023, complete a pilot program for unstaffed open hours for public use at one or more Library locations.
	<b>1.10:</b> By June 2024, remodel or improve three Library facilities that support the Library Facilities Master Plan to deliver innovative multiple-use spaces that meet customer expectations.
	<b>1.11:</b> By December 2024, increase Library usage by 20%.

	<b>Goal 2: Connect people, places, and programs to advance community engagement and experience.</b>
<b>Community Engagement</b>	<p style="text-align: center;"><b>Objectives</b></p> <p><b>2.1:</b> By October 2020, translate five existing service offerings or marketing tools to a bilingual English-Spanish format.</p> <p><b>2.2:</b> Beginning July 2021, position at least one “pop-up library” per month at community events.</p> <p><b>2.3:</b> Beginning January 2022, sponsor a quarterly Library forum to facilitate civil dialog on community-related issues.</p> <p><b>2.4:</b> Beginning July 2022, annually collaborate with one County social service agency to develop library programs and identify resources that help to strengthen community.</p> <p><b>2.5:</b> Beginning June 2023, enrich community awareness of the Library by periodically creating and presenting a Library marketing package to key stakeholders.</p> <p><b>2.6:</b> Beginning December 2020, annually administer a survey assessing the Library customer experience through December 2024.</p>



Kings Beach Library



**Goal 3: Partner with community stakeholders to enhance service delivery and sustainability.**

**Strategic Partnerships**

**Objectives**

- 3.1:** By October 2020, implement a pilot partnership with North Lake Tahoe Chamber of Commerce to determine the benefits of leveraging opportunities with an existing community stakeholder to develop future partnership infrastructure.
- 3.2:** Beginning October 2021, apply the learnings from the North Lake Tahoe pilot partnership and annually implement one funding-focused partnership and one service-focused partnership.
- 3.3:** By July 2022, Friends of the Library groups build a shared vision for their support and contributions to the Library.
- 3.4:** By December 2024, ensure every school-aged child in the Library's service area has a library card.



Colfax Library





**Goal 4: Build a skilled and engaged workforce scaled to deliver services that enhance the quality of life for the community.**

**Service-Oriented Workforce**

**Objectives**

- 4.1:** By June 2020, all supervising staff are able to write accurate and timely employee evaluations in line with the Performance Development System.
- 4.2:** Beginning January 2021, all professional library staff annually participate in one library-related professional development activity.
- 4.3:** Beginning April 2021, within 90 days of participating in a professional development activity, staff share their learnings with their respective peer group.
- 4.4:** By June 2021, 100% of staff consistently apply and practice Placer County Library Customer Service Standards.
- 4.5:** By December 2024, implement a workplan template for every Library division and location to determine labor-hour needs that accomplish department goals, to include succession planning, elective leave, and vacancy rate.



Auburn Library



Penryn Library

## APPENDIX

**The Library Strategic Focus Areas are aligned with and in support of the Placer County Critical Success Factors.**

### Library Strategic Focus Areas

Innovative Service  
Delivery

Community  
Engagement

Strategic  
Partnerships

Service-Oriented  
Workforce

### County Critical Success Factors

1. Strategic Relationships and Community Engagement
2. Diversity of Achievable Housing Throughout the County
3. Collaborative Health and Human Services
4. Public-Serving Infrastructure and Amenities
5. Outcome-Focused Economic Development Strategies
6. Prudent, All-Inclusive Financial Planning
7. Comprehensive Public Safety Services
8. Innovative, Implementation-Focused, Integrated County Services
9. Land-Use Planning and Environmental Stewardship

*"The Library is a reflection of the community's health."*  
**County Supervisor**

### Library Advisory Board

Edward Marquez, District 1  
Francine Yorde, District 2  
Trevor Vass, District 3  
Jennifer Rexroad, District 4  
Heidi Johnson, District 5  
JoAnn Cobb, North Tahoe, District 5  
Kathleen Edwards, City of Auburn  
Michael Otten, City of Auburn

### Board of Supervisors

Bonnie Gore, District 1  
Robert Weygandt, District 2  
Jim Holmes, District 3  
Kirk Uhler, District 4  
Cindy Gustafson, District 5

## PLACER COUNTY LIBRARY

### Strategic Planners

Felicia Black, Librarian, Placer County Library

Sophie Bruno, Assistant Director of Library Services, Placer County Library

Tony Carmack, Senior Librarian, Placer County Library

Erin Casey, Principal Management Analyst-Tahoe, Placer County Executive Office

Jane Christenson, Assistant County Executive Officer, Placer County

Kelly Heikila, Senior Administrative Services Officer, Placer County Library

Kathleen Edwards, Past President, Friends of the Auburn Library

Mary George, Director of Library Services, Placer County Library

Michelle Isheim, District Librarian, Placer Union High School District

Kathy Ito, Project Manager/Business Analyst, IT Department, Placer County

Vanessa Lieberman, Senior Management Analyst, Placer County Executive Office

Mickel Paris, Library Services Manager, Placer County Library

Terri Pilate, Senior Librarian, Placer County Library

Leah Rosasco, Board Outreach Program Manager, Placer County Board of Supervisors

Trevor Vass, Chair, Placer County Library Advisory Board



## PLACER COUNTY LIBRARY



FOR ADDITIONAL  
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